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Recruiting qualified young people to join the Navy has been particularly difficult recently. When recruiting is more difficult, the onus of enlisting high quality young people in the Navy lies more so in the hands of the recruiter and more emphasis is placed on the recruiters initial contact with the prospects. The personality of a recruiter is thus an important factor in meeting the objectives of the Navy recruiting command. This research redefines the successful recruiter personality and characteristics, determines a revised recruiter profile and explores new processes for screening recruiter applicants.

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FINAL TECHNICAL REPORT

GRANT #: N00014-00-1-0769

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INSTITUTION: Kansas State University

GRANT TITLE: Development of a Successful Recruiter Profile

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OBJECTIVES:
Recruiting qualified young people to join the Navy has been particularly difficult recently. When recruiting is more difficult, the onus of enlisting high quality young people in the Navy lies more so in the hands of the recruiter and more emphasis is placed on the recruiters initial contact with the prospects. The personality of a recruiter is thus an important factor in meeting the objectives of the Navy recruiting command.
This research redefines the successful recruiter personality and characteristics, determines a revised recruiter profile and explores new processes for screening recruiter applicants.

APPROACH:
In determining a successful recruiter profile, practices in private industry were reviewed and the methodologies were tested on industry recruiters. Research has suggested that recruiters have a positive or negative social attractiveness and recruits are encouraged or discouraged by these traits. The Myers-Briggs Type Indicator Personality Inventory has been shown to obtain positive results in industry when used to screen and classify recruiters. Several interviewers from private industry plus local military recruiters were interviewed in order to develop a preliminary questionnaire for recruiters to gather data for analysis of the recruiter profile. An initial survey was designed and administered at the University career fair to begin sampling. Analysis of the limited sample was completed using analysis of variance and stepwise linear regression.
The administration of surveys to the industry recruiters served as a basis for further study of recruiters in the Navy. In order to gain further insight into the recruiting process of the Navy, the existing survey (that was administered to the industry recruiters) was modified. The team interviewed on-campus student recruits who had already signed up to join the Navy. The team also interviewed officer and enlisted recruiters. Following the interviews, the team narrowed down on the areas to be focused in the research. The personal questionnaire that was to be administered to the Navy recruiters was further refined. The survey was designed so that it would not take more than 15 minutes of time of the test

taker. Recruiters in the Navy were contacted to fill out the designed survey. Out of the 48 surveys distributed to the recruiters in the Kansas City District, 25 were returned to the research team. The returned surveys were analyzed, and from the personality profile section of the survey, the personality type of each recruiter was determined by using the MBTI classification. The initial survey was validated with the Myers-Briggs Type Indicator Personality Inventory.

From the personality inventories, the research team decided to use Gough's Adjective Check List (ACL) for defining the ideal recruiter. In order to define the ideal recruiter, the ACL seemed the most compatible as it has been used in the past for defining third person characteristics. In comparison to the MBTI, the ACL deals with faking tendencies and has a more exhaustive list of adjectives and scales.

The Adjective Check List developed by H.G. Gough consists of 300 adjectives. A two-step approach for arriving at the profile was adopted. One was administering the checklist to students to obtain their views of an ideal recruiter and the other involved administering the checklist to Navy recruiters. The format of the checklist was modified to incorporate all the adjectives into one page and questions to be asked to the respondents were added in the form of a questionnaire. In its original version the adjective checklist had 37 scales. Out of them 18 scales were identified as relevant to a recruiter profile. A database for the survey was created. The survey was administered in two phases. In phase one, the survey was administered to a batch of 150 undergraduate students at Kansas State University. Respondents were asked to identify favorable adjectives, which they believed described an ideal recruiter. Subjects were also asked to identify the top ten adjectives describing an ideal recruiter. As another approach, in order to determine the negative traits of a recruiter, respondents were administered the same survey and asked to identify the unfavorable characteristics found in a recruiter. In phase two, Navy recruiters were contacted to fill out the survey. However, the number of responses for this phase was very small (total of 9), therefore adequate analysis could not be performed for this phase.

Statistical analysis on all the data obtained from phase one was performed. Data was analyzed in three parts. In the first part, the adjectives were analyzed, the second part dealt with the scales, while the third part examined the questions.

For the analysis of the adjectives, five different approaches were adopted based on the frequencies, satisfaction levels and popularity. The same analysis was performed for the top ten adjectives.

The raw scores for each of the selected scales were calculated. Using the adjective checklist manual, these scores were converted into standard scores for each subject. Scores higher than 50 were found favorable in determining the personality profile. Scores for the scales above 60 are considered to have major weightage in the interpretation of the profile as per the standardization process (Gough, 1983). The relevant scales to the profile were identified using mean and modal analysis.

ACCOMPLISHMENTS:

An analysis of the pilot survey administered to the industry recruiters, showed success was found to be more closely correlated with training, number interviewed and years of experience.

From the analysis of the designed surveys administered to the Navy recruiters, the results can be summarized as:

- 80 % of recruiters had a high school diploma
- The number of years each recruiter has served in the Navy is very diverse ranging from 3 to 23 years
- 76 % of recruiters volunteered for the job
- Out of the 25 recruiters, 16 were motivated by job satisfaction
- 66% of recruiters were satisfied with the job, but 56% of recruiters were not interested in continuing

Success was found to depend on the recruiters desire to continue on the job, his self-rating scale, the number interviewed and to a certain extent on the compensation received and satisfaction derived from the job. Of the personality scales, positive correlations were obtained with sensing, thinking, perceiving and introversion.

From the analysis of the Adjective Check List administered to the students, an ideal recruiter profile has been conceived.

From the various approaches of analyzing the adjectives, an ideal recruiter can be described as one who is calm, friendly, honest, intelligent, confident, easy going, clear thinking, energetic, dependable, ambitious, kind, reasonable, capable, civilized, alert, organized, humorous, relaxed, enthusiastic, considerate, mature and helpful.

The qualities of a recruiter identified on the basis of high scores on the Adjective Check List scales can be summarized as follows. The ideal recruiter should possess inter-personal effectiveness, confidence, assertiveness and goal attaining abilities. The person's self-description should be congruent with their description of the ideal self. The exhibitionistic qualities desired in order to behave in such a way as to elicit the immediate attention of others are forcefulness and coerciveness.

The person should be assertive, confident, and ambitious in terms of dominance, achievement, masculine attributes, and military attributes. Further, the person should be conscientious, conservative, and painstaking in terms of endurance and order. The person should display nurturing qualities such as dependability, honesty, and wholesomeness, as well as qualities of intraception such as foresight, thoroughness, and a high degree of organization. In terms of feminine attributes, the person should be adaptable and cooperative. Overall, the person with a high number of favorable adjectives checked should be outgoing, productive, and adaptable. However, while the ideal recruiter should score high in all categories listed above, it is important to note that the person should score low on the succorance scale. A low score this scale indicates qualities such as confidence, independence, and shrewdness.

The non-desirable attributes of a recruiter were found to be: absent-minded, arrogant, cruel, cold, rude, hostile, moody, pessimistic.

From the analysis of the questions, it was observed that two-thirds of the students were not influenced by the recruiter. The preferred age group for a recruiter was found to be

25-35 years of age. Students preferred young recruiters with whom they may connect better.

Comparing the Adjective Check List to the MBTI, the ideal recruiter personality profile based on survey (ACL) suggests that the personality types (MBTI) best describing an ideal recruiter are:

- ESTJ and ENTJ (considering top 5 scales)
- ESTJ and ESTP (considering top 15 adjectives)

CONCLUSIONS:

The ideal recruiter profile can be used by the Navy in the selection process of recruiters. The conceived profile makes use of the Adjective checklist both in terms of the adjectives and the scales. The adjectives, which can and cannot be used to describe a recruiter, are suggested. Specific scales of the adjective checklist with desirable high and low scores have been outlined. The Navy can administer the adjective checklist to potential recruiters and match up the adjectives and scales with those enumerated in the ideal profile.

A comparison between the Adjective Checklist (ACL) and the Myers Briggs Type Personality Indicator (MBTI) has been made. The MBTI can also be administered to potential recruiters and the personality types suggested in the ideal profile can be used in identifying the best fit.

SIGNIFICANCE:

The conceived ideal recruiter personality profile will serve as a guide to the Navy in determining possible successful recruiters.

PATENT INFORMATION: No patents filed.

AWARD INFORMATION: None.

REFERRED PUBLICATIONS: None.

BOOK CHAPTERS, SUBMISSIONS, ABSTRACTS AND OTHER PUBLICATIONS:

1. Nehate, G., Nair, N., Rys, M., and Hanna, S., "Development of a Successful Recruiter Profile," internal report, Department of Industrial and Manufacturing Systems Engineering, Kansas State University, Manhattan, KS.

2. Nehate, G., Nair, N., Rys, M., and Hanna, S., "Ideal Recruiter Profile" (in progress).